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ABSTRACT

Tables and analysis of compensation figures for academic librarians during the 1970-71 academic year are presented. The objectives of this survey were: to investigate the staff structure and compensation levels of professional librarians in college and university libraries; to explore some relatively new routes for possible advancement - such as the positions of bibliographer, collection builder, curater and other specialists; and to provide the basis for continuation of salary studies if such action seemed warranted. The rates of salary increase obtained by librarians from 1969-70 to 1970-71 appear to be about equal to or somewhat lower than those reported for a comparably ranked faculty. The small number of librarians in highly paid positions offers little attraction to competent individuals not interested in an administrative career. Suggestions for ways to upgrading the profession include: (1) development of a new administrative trainee track to provide instruction in techniques needed for future libraries, (2) creation of a specialist classification outside the administrative hierarchy and (3) upgrading the professional image. (Author/NH)

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HOW WELL ARE THEY PAID?

Compensation Structures of Professional Librarians in College and University Libraries, 1970–71

The Second Survey

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I. INTRODUCTION

A concern for the economic welfare of U. S. academic librarians and the need to attract to the profession highly skilled and knowledgeable recruits provided the original stimulus for this study. As a first step in efforts to improve the economic condition of the profession, it is assumed that we must have reliable, up-to-date information on salaries currently paid and on other forms of compensation.

The first survey and analysis, published in July of 1970, represented a trial effort to obtain data by job description rather than by title. That report was based on questionnaires sent to 350 institutions, representing large public, private, and church-related universities, as well as liberal arts colleges and emergent universities, public and private. Of the 249 that responded, large universities made up a substantial part.

Analysis of the statistics indicated that too few high-paying positions were available in relation to the total number of practitioners to make the profession especially attractive to recruits. It also became clear that the departmental organization of the staffs in most college and university libraries was such that only by the assumption of administrative responsibilities could a librarian look forward to growing financial rewards.

In addition, comparisons were made with faculty compensation — not because identity was proposed but because the two professions live together in the academic community, because college teaching offers an alternate occupation to many with high-level career aspirations and the willingness to make the personal commitments necessary to pursue them, and also because appropriate statistics were obtainable. The figures indicated that about 50 percent of the faculty reach the higher ranks, whereas less than 10 percent of the librarians attain a similar level.

The tables and analyses of compensation figures for the academic year 1970–71 follow a similar pattern. This year's sample was expanded to include more libraries in the various institutional categories (e.g., church-related liberal arts colleges) and to encompass not only accredited institutions but also those holding candidate status. Questionnaires were sent to 610 college and university libraries. To assure that low-paying institutions had the same opportunity for inclusion in the sample as high-paying ones, recipients were drawn from each category by means of a table of random numbers. A total of 376 responded — 116 universities, 142 emergent universities and institutions offering master of arts degrees, and 118 four-year colleges.[1] The respondents appear to be representative of each of the categories.

Although participation was lower than expected, the non-responses within each category were distributed relatively evenly by geographic region and among low- and high-paying institutions. Whereas last year church-related institutions had too few respondents to warrant generalizations about their salary structures as separate categories, this time the numbers were large enough for separation.

Our survey this year had several objectives. First, we desired to investigate further the staff structure and compensation levels of professional librarians in college and university libraries — what percentage hold what type of position and how well (or poorly) are they paid. Last year's study revealed a pronounced pyramidal structure in academic libraries, with a relatively small number of more or less well-paid librarians at the top and a wide base of very low-paid positions at the bottom. Academic librarianship seemed to be a profession in which there were too few well-paying positions to attract and retain highly competent young people in sufficient number. Was this really the case? Second, we wanted to explore some relatively new routes for possible advancement — namely, the positions of bibliographer, collection builder, curator, and other specialists such as language expert, finance officer, statistician, computer expert, and personnel officer. Third, we wanted to provide the basis for continuation of salary studies if such action seemed warranted. Our conclusions are shown in the following section.

[1] Participation in the survey was somewhat disappointing. Whereas about 75 percent of the four-year or higher-degree institutions receiving questionnaires participated in the recent AAUP survey, only 60 percent of the libraries sent usable data. This raises important questions, particularly in regard to four-year colleges, which had the poorest response record. Does poor participation mean that librarians are less actively concerned than faculty about salary matters? Or are they less willing to give time to complete the questionnaires? Or are they reluctant to reveal salary information even in an anonymous questionnaire? Or, perhaps, are some librarians unable to get the requested information from their business or other administrative offices?

Before we return to the study and its data, we would like to acknowledge our indebtedness and express our gratitude. The American Association of University Professors made available statistical materials from the Committee Z survey, while the yeoman work of developing the computer program, processing the questionnaires, and preparing statistical data was performed once again in expert fashion by Mrs. Maryse Eymonerie, statistician for the AAUP Compensation Survey. Without that assistance and cooperation, the study could not be presented in its current form. And, of course, we are deeply grateful to all the librarians and their technical assistants who provided us with the information on which this report is based.

Table 1

PERCENTAGE DISTRIBUTION OF FACULTY AND OF LIBRARY PERSONNEL AND THEIR AVERAGE COMPENSATION IN UNIVERSITIES, BY TYPE OF CONTROL, 1970-71[1]

(Standard year of 9 months for faculty; 11 months for librarians)

Position Title	Percent of staff all Universities	Average Compensation All Combined	Public	Private	Church Related
LIBRARY PERSONNEL					
Library Director	2%	$25,930	$26,710	$27,700	$18,880
Assoc. & Asst. Dir.	5	18,779	18,610	20,080	14,430
Curator-Specialist	12	13,070	13,000	13,630	9,120
Department & Branch Heads	27	13,380	13,720	13,290	11,210
Other Professionals:					
With 5 years of service	17	11,680	12,010	11,340	10,060
With less than 5 years	37	10,290	10,290	10,460	8,840
	100%				
FACULTY					
Professors	31%	$21,680	$21,000	$24,390	$19,140
Associate Professors	20	16,060	15,980	16,740	15,080
Assistant Professors	32	13,160	13,160	13,470	12,310
Instructors	18	10,120	10,080	10,620	9,770
	100%				

[1]Compensation represents salary actually paid plus the following countable fringe benefits: FICA (5.2% of the first $7,800), Retirement to the extent that the institution's contribution is vested in the staff member by the end of his 5th year of service, Medical Insurance, Permanent Disability Income Protection (average payment), and Life Insurance. The weighted average uses number of people in each position (or each academic rank) as weights. Thus a large state college library with five times as many professionals as a small college would have five time as much influence on the average compensation as its small counterpart. Percentages may not add to 100 because of rounding.

Table 2

PERCENTAGE DISTRIBUTION OF FACULTY AND LIBRARY PERSONNEL BY TYPE OF INSTITUTION, 1970-71[1]

Position Title	All Combined	Universities	Colleges & Emerg. Univers.	4-Year Colleges
	LIBRARY			
Library Director	5%	2%	9%	20%
Assoc. & Asst. Dir.	6	5	8	6
Curator-Specialist	11	12	8	4
Dept. & Branch Heads	31	27	39	58
Other Professionals:				
With 5 years service	16	17	15	1
With less than 5 years	32	37	22	11
TOTAL	100%	100%	100%	100%
	FACULTY[2]			
Professors	27%	31%	22%	17%
Associate Professors	22	20	23	23
Assistant Professors	34	32	38	41
Instructors	17	18	16	19
TOTAL	100%	100%	100%	100%

[1]Percentages may not add to 100 because of rounding.

[2]Percentage distribution of Library Survey corresponds closely with AAUP figures for all institutions combined.

AVERAGE COMPENSATION OF FACULTY AND LIBRARY PERSONNEL IN COLLEGES AND EMERGENT UNIVERSITIES

Weighted Average Compensation of Full-time Personnel in the Library Survey Sample, by Academic Rank or Staff Position and by Type of Institution and Control, 1970-71

(Standard year of 9 months for faculty; 11 months for librarians)

Position Title	5-Year Colleges and Emergent Universities			4-Year Colleges		
	Public	Private	Church Related	Public	Private	Church Related
LIBRARY PERSONNEL						
Library Director	$20,510	$17,470	$15,430	$16,260	$14,050	$12,770
Assoc. & Asst. Dir.	16,580	13,640	11,540	13,750	11,360	10,440
Curator-Specialist	11,890	11,620	9,390	9,950	7,490	9,060
Dept. & Branch Heads	13,580	11,120	10,080	11,340	10,210	9,610
Other Professionals:						
5 Years of Service	13,710	10,370	8,700	11,730	8,140	9,630
Less than 5 years	11,150	9,660	8,660	9,760	8,730	8,860
FACULTY						
Professors	$20,100	$19,650	$17,540	$16,780	$17,310	$16,980
Assoc. Professors	15,810	15,000	14,070	13,820	13,210	13,550
Asst. Professors	13,130	12,370	11,680	11,850	11,170	11,340
Instructors	10,380	10,740	9,720	9,830	9,350	9,360

II. SUMMARY AND CONCLUSIONS

Pyramidal structure. The statistics again confirm the pyramidal structure of the profession. This is most pronounced in universities, where only 7 percent of the professional librarians fall in categories with an average compensation in excess of $14,000 (Table 1). Contrast this situation with university faculties where a rectangular structure, albeit an imperfect one, prevails. In the universities about 50 percent of the faculty hold ranks of associate and full professor with average compensations of $16,000 and $21,000 respectively.

In the four-year colleges where the library staffs are small, the departmental organization, which is all but universal, shows a large percentage of department heads in relation to total staff (Table 2). Although given a title corresponding to chief, department heads in the private and church-related colleges (Table 3) receive lower compensations than librarians with no administrative obligations in large university libraries (Table 1). In effect, though masked by title, the occupational structure in the colleges remains essentially pyramidal.

Break in the structure? One difference noted in this year's survey is the increase in the number of professional librarians in the curator-bibliographer-specialist category in universities — an increase from 7 to 12 percent. There may be several explanations for this apparent sudden change. We asked more detailed questions this year concerning this category, and it may be that more intensive questioning brought to light a larger number than was elicited by the more general questions of the previous survey. Nor can we rule out modifications in sample composition. It is also possible that significant changes are taking place.

Table 4

SALARY INCREASES, 1970-71

Average Dollar and Percentage Increases
in Salaries from 1969-70 to 1970-71,
by Type of Institution and Control

Library Position	Average Dollar Increase			Average Percentage Increase		
	Public	Private	Church Related	Public	Private	Church Related
UNIVERSITIES						
Libr. Dir.	$1,320	$1,400	$810	5.8%	6.7%	4.9%
Assoc. Dir.	1,330	1,090	930	7.1	5.7	6.8
Asst. Dir.	1,100	1,140	800	7.0	7.5	6.7
Br. Libr.	880	930	770	6.7	8.1	6.4
Dept. Hds. (all comb.)	830	830	560	6.7	7.6	6.2
Bibl. Cur. & other Spec.	750	660	340	6.3	6.1	3.5
Other Professionals	650	650	540	6.7	7.4	6.4
COLLEGES & EMERGING UNIVERSITIES (Master & Higher)						
Libr. Dir.	$1,150	$1,090	$760	6.3%	7.5%	5.6%
Assoc. Dir.	1,080	1,180	820	7.3	8.8	9.1
Asst. Dir.	710	730	660	5.3	6.4	7.2
Br. Libr.	950	680	470	7.2	7.2	5.4
Dept. Hds. (all comb.)	750	680	600	6.0	7.4	6.6
Bibl. Cur. & other Spec.	510	660	630	4.6	6.5	7.4
Other Professionals	720	680	440	6.7	6.9	5.9
FOUR-YEAR COLLEGES (below Master)						
Libr. Dir.	$920	$810	$600	6.1%	6.9%	5.3%
Assoc. Dir.	800	530	250	6.6	5.4	2.5
Asst. Dir.	1,340	550	500	9.5	6.0	5.2
Br. Libr.	NA	500	NA	NA	5.4	NA
Dept. Hds. (all comb.)	580	NA	410	6.1	NA	4.8
Bibl. Cur. & other Spec.	NA	NA	NA	NA	NA	NA
Other Professionals	710	410	310	7.6	5.8	3.7
FOUR-YEAR & EMERGING UNIVERSITIES COMBINED						
Libr. Dir.	$1,070	$970	$680	6.2%	7.2%	5.4%
Assoc. Dir.	1,010	960	720	7.1	7.7	7.9
Asst. Dir.	780	650	620	5.8	6.2	6.6
Br. Libr.	910	660	470	6.9	7.0	5.4
Dept. Hds. (all comb.)	710	760	520	6.0	6.4	5.8
Bibl. Cur. & other Spec.	440	840	700	4.0	5.7	8.6
Other Professionals	710	610	380	6.8	6.3	4.8

Rewards of specialists. The profession does not appear generally to reward generously those specialists who have few administrative responsibilities. For example, even in public and private universities curator-bibliographer-specialists have average compensations of about $13,000, or about the same as assistant professors and library department heads in the institutions in which they serve. In the other types of institutions they are paid, on the average, only a little better than instructors and sometimes not so well as that. Taken as a whole the specialist category does not yet seem to offer attractive financial prospects. This growing subdivision of the library staff is of recent origin in many institutions. It is possible that we are dealing with beginning compensations within a category the top of which has yet to be established. Some specialists within the group undoubtedly receive significantly better pay, but knowledge of their number and type of position requires different data from those collected in the present survey. Their relative number probably remains small, however, or the average salary for the group would be higher.

Attraction of bright young people. The small number of librarians in highly paid positions offers little attraction to competent individuals not interested in an administrative career. Even if they have an interest in administration, the odds are against them. In universities, librarians reaching a level of department head have an average compensation approximating that of assistant professor. And only about one professional librarian in fourteen occupies a position higher than department head. In the four-year colleges one professional librarian in five holds the position of director, but except in public colleges they are paid on the average only about as well as associate professor.

Is a better day on its way? Although salaries of professional librarians may be currently low, the real question is "Where are they going?" Are salaries rising faster than the cost of living? More rapidly than those of faculty? The Table 4 figures for 1970–71 show that while a better day may be coming, it has certainly not arrived. Average salary increases of librarians on the staff both years for which we have figures ranged from 5 to something over 7 percent. On the whole they just kept pace with the increase in the cost of living.

The rates of salary increase obtained by librarians from 1969–70 to 1970–71 appear to be about equal to or somewhat lower than those reported by AAUP for a comparably ranked faculty.[2] In reaching this conclusion we used figures for teaching personnel and librarians on the staff both years. What the long-run comparisons might be, and what the future holds, we are unable to say.

Professional reorganization? The question arises whether the profession can be made attractive to sufficient numbers of able recruits in the absence of reorganization, either formal or informal. We have seen that there are within the profession relatively few well-paying positions, most of which are located in the large university research libraries. We must reluctantly conclude that librarianship will presumably not be generally attractive to college graduates seeking a rewarding career if the economic prospects are dim. Nor is it likely to become so if it retains the aura of being a poorly compensated profession. But it is questionable whether the salaries of any large percentage of librarians can advance far enough or rapidly enough in the near future to change this impression. The temporary scarcity of teaching jobs in higher education may, of course, serve to channel some very capable young scholars into librarianship. But still, we must ask if other ways should not be sought to upgrade the profession.

While there may be several potential avenues for modifying the structure and organization of the profession, we shall mention only two of them here. They are intended primarily as possible points of departure for stimulating new and imaginative thought *vis-à-vis* the profession.

First, a new administrative trainee track might be developed for the purpose of providing comprehensive instruction in the complex techniques and knowledge that will be needed by the library of the future, if not the library of today. While it may be difficult to elicit higher compensation on the basis of the economic worth of the specific functions performed, it is much easier to justify the higher salary level when it forms part of the seed bed needed for cultivating talented leadership.

[2] Peter O. Steiner, Maryse Eymonerie, and William B. Woolf, *At the Brink, Preliminary Report on the Economic Status of the Profession, 1970-71,* Table 3, p. 11. American Association of University Professors, April 1971; also reprinted in the Summer Issue of the *AAUP Bulletin,* 1971.

A second possible avenue may be found in the potential leeway created outside the normal administrative hierarchy by the specialist classification. While it is true that this year's figures indicate no dramatic breakthrough in their level of compensation, need this always be so? Time and greater visibility may effect changes in this regard.

Implicit in both of these possible avenues of change is the need for the library leadership to assume a much more active role in the educational process than has generally been the case. A more positive image could perhaps be created if each library staff studied how it might add to the students' intellectual experience and took steps to make visible its active participation. If we accept the thesis that a better understanding of the role of college and university librarians may be a prerequisite to improved economic status, the profession must also do a better job of informing students, faculties, and administrations of its activities.

Another feature may be necessary to achieve success in upgrading the professional image. If professional librarians perform functions that can be carried out by high-grade clericals, it may be hard to convince administrations and those ultimately responsible for the determination of salary scales that the profession does indeed require skill and expertise worth higher salaries. Several libraries have to a degree successfully effected the desired change in attitude. They have given more thought to position classification with respect to function, skill, expertise, and salary levels, and have differentiated accordingly in budget requests. And they have reorganized the jobs within the library so that those functions which can be performed by high-grade clericals at commensurate salaries are filled by this type of individual.

And now for those having a statistical penchant we turn to more detailed comparisons of the remuneration levels within the profession — first to comparisons with faculty and then to other relationships.

Table 5

DISTRIBUTION OF AVERAGE COMPENSATION FOR DIRECTORS, ASSOCIATE AND ASSISTANT DIRECTORS OF COLLEGE AND UNIVERSITY LIBRARIES, AND FOR THEIR PROFESSORIAL COUNTERPARTS, IN INSTITUTIONS CLASSIFIED BY THE SIZE OF THEIR PROFESSIONAL LIBRARY STAFF, 1970-71

Compensation	Library Directors	Assoc. Directors	Assist. Directors	Full Professors	Assoc. Professors
LIBRARIES WITH 50 OR MORE PROFESSIONAL LIBRARIANS					
Highest Decile	$37,000	$30,500	$22,800	$25,800	$18,100
Highest Quartile	34,400	28,000	21,500	25,000	17,600
Median	30,500	24,200	19,400	22,400	16,600
Lowest Quartile	26,600	22,700	18,300	20,900	15,800
Lowest Decile	23,200	20,600	16,200	19,600	15,000
LIBRARIES WITH 20 TO 49 PROFESSIONAL LIBRARIANS					
Highest Decile	$28,700	$24,200	$19,000	$23,900	$16,800
Highest Quartile	26,400	21,300	17,400	21,600	16,300
Median	25,100	17,900	16,100	19,700	15,400
Lowest Quartile	22,400	16,400	14,400	18,800	14,800
Lowest Decile	20,100	14,000	12,600	18,000	14,300
LIBRARIES WITH 10 TO 19 PROFESSIONAL LIBRARIANS					
Highest Decile	$25,100	$19,900	$17,300	$22,200	$17,300
Highest Quartile	21,600	16,800	14,900	20,500	15,900
Median	20,200	15,900	14,500	18,400	14,600
Lowest Quartile	18,600	14,400	12,300	16,500	13,900
Lowest Decile	15,000	12,900	11,500	15,700	12,900
LIBRARIES WITH FEWER THAN 10 PROFESSIONAL LIBRARIANS					
Highest Decile	$19,500	$16,500	$14,200	$20,500	$15,900
Highest Quartile	16,800	14,500	12,800	18,700	14,800
Median	14,700	11,600	11,600	16,900	13,800
Lowest Quartile	12,500	10,800	10,500	14,900	12,400
Lowest Decile	10,700	9,800	8,800	13,200	11,300

III. COMPARISON WITH FACULTY

These data are shown in Tables 1, 2, 3, 5, 6. Although the profession often identifies with faculty, it is comparable in neither structure nor compensation levels. This does not mean it necessarily should be. For one thing, faculty structure itself may be in need of revision. For another, the positions differ in nature. Again we take no stand on what the ideal library staff structure should be.

Directors. To say that the compensation of library directors is, on the average, about equal to that of full professors in the institutions where they serve is an oversimplification. It varies among libraries by size of professional staff and by types of institutions.[3] For example, except in the public category the four-year colleges, on the average, do not pay their library directors the equivalent of what full professors receive.

Paid Higher than Professors	Paid about the Same as Professors	Paid Lower than Professors
Universities	Public Emerging Universities	Emerging Universities
Public	Public 4-year Colleges	Private
Private	Church-related Universities	Church-related
		4-year Colleges
		Private
		Church-related

[3] *See* Table 5 for an analysis by size of the library professional staff.

Associate/assistant directors. Among the various institutional categories, if directors fare well relative to professors this comparison is also likely to be favorable, but seldom are associate and assistant librarians as a group paid as well as the full professors.[4] Compensation generally runs from less than an assistant professor's to considerably more than an associate professor's in the category of institution in which they serve.

Curator-specialists. We thought this category would offer prospects of higher pay. On the average, at present it does not. In public and private universities remuneration levels of curator-specialist were roughly equivalent, on the average, to those of assistant professor. We suspect that some of the assistant librarians and department heads not elsewhere classified were indeed the specialists we expected to net in this category. It must be remembered, too, that in the large research library there are only a few individuals who receive compensations commensurate with those of associate and full professor. In the other categories of institutions, curator-specialists were not as well paid as assistant professors. We, of course, do not know what types of jobs they may actually perform.

Department heads and branch librarians. Except in public institutions and private universities, department heads as a group are less well paid than assistant professors. Here too there is considerable variation in the jobs department heads perform.

Other professionals. Those with less than five years of service are compensated in the private and public universities at about the same rate as instructors. In the other categories the relationships are mixed — some more, but most less. In some types of institutions professionals with five years of service may be about as well paid as department heads.

[4] Large libraries with 50 or more professional librarians are the major exception. (*See* Table 5.)

Table 6

INTRA-PROFESSIONAL DIFFERENTIALS, 1970-71

Average Compensations Expressed as a Multiple of Entering Compensations for Library Personnel and for Faculty, by Type of Institution and Control[1]

Position or Rank	All Combined	Public	Private	Church Related
UNIVERSITIES				
Dir/Ent P	2.5	2.6	2.7	2.1
Assoc-Asst/Ent P	1.8	1.8	1.9	1.6
Cur-Spec/Ent P	1.3	1.3	1.3	1.0
Dept Hds/Ent P	1.3	1.3	1.3	1.3
Other w 5 Yrs/Ent P	1.1	1.2	1.1	1.1
Prof/Inst	2.1	2.1	2.3	2.0
Assoc Prof/Inst	1.5	1.6	1.6	1.5
Asst Prof/Inst	1.3	1.3	1.3	1.3
5-YEAR COLLEGES AND EMERGENT UNIVERSITIES				
Dir/Ent P	---	1.8	1.8	1.7
Assoc-Asst/Ent P	---	1.5	1.4	1.3
Cur-Spec/Ent P	---	1.0	1.2	1.1
Dept Hds/Ent P	---	1.2	1.1	1.1
Other w 5 Yrs/Ent P	---	1.2	1.0	1.0
Prof/Inst	---	1.9	1.8	1.8
Assoc Prof/Inst	---	1.5	1.4	1.4
Asst Prof/Inst	---	1.2	1.1	1.2
4-YEAR COLLEGES				
Dir/Ent P	---	1.6	1.6	1.4
Assoc-Asst/Ent P	---	1.4	1.3	1.1
Cur-Spec/Ent P	---	1.0	.8[2]	1.0
Dept Hds/Ent P	---	1.1	1.1	1.1
Other w 5 Yrs/Ent P	---	1.2	.9	1.1
Prof/Inst	---	1.7	1.8	1.8
Assoc Prof/Inst	---	1.4	1.4	1.4
Asst Prof/Inst	---	1.2	1.2	1.2

[1]The following standards are used as entering compensations in the two professions: For library personnel compensations for professionals with less than 5 years of service (Ent P); for faculty, compensations of instructor (Inst). Thus in public universities a multiple of 2.6 for library directors (Dir/Ent P) indicates that, on the average, their compensation is about 2.6 times that of entering professionals (Ent P) in that type of institution; for professors, it is about 2.1 times that of instructors.

[2]In private four-year colleges the "entering professional," on the average, receives higher compensation than "curator-specialists" and "other professionals with more than five years of service."

Table 7

DISTRIBUTION OF AVERAGE COMPENSATIONS FOR DEPARTMENT HEADS IN COLLEGE AND UNIVERSITY LIBRARIES BY SIZE OF PROFESSIONAL LIBRARY STAFF, 1970-71

Compensation	Reference	Cataloging	Acquisitions	Circulation	Serials
LIBRARIES WITH 50 OR MORE PROFESSIONAL LIBRARIANS					
Highest Decile	$17,600	$19,600	$18,300	$16,900	$17,400
Highest Quartile	16,200	17,600	17,100	15,000	14,300
Median	15,500	15,400	15,000	13,700	13,300
Lowest Quartile	14,200	14,400	13,800	12,400	12,000
Lowest Decile	12,700	12,500	10,100	10,100	10,600
LIBRARIES WITH 20 TO 49 PROFESSIONAL LIBRARIANS					
Highest Decile	$17,100	$16,100	$16,700	$15,600	$15,600
Highest Quartile	14,400	14,400	14,500	13,200	14,000
Median	12,900	13,200	13,200	11,500	12,100
Lowest Quartile	11,400	12,400	11,700	10,200	10,500
Lowest Decile	10,100	11,100	10,500	9,200	9,300
LIBRARIES WITH 10 TO 19 PROFESSIONAL LIBRARIANS					
Highest Decile	$16,600	$15,500	$15,200	$14,900	$14,600
Highest Quartile	14,800	14,400	13,700	12,400	13,300
Median	12,600	12,400	12,000	11,300	11,400
Lowest Quartile	10,900	10,800	11,100	10,700	9,900
Lowest Decile	10,000	10,000	9,900	9,400	9,400
LIBRARIES WITH FEWER THAN 10 PROFESSIONAL LIBRARIANS					
Highest Decile	$13,100	$12,600	$12,300	$12,900	$11,600
Highest Quartile	11,700	11,500	11,600	11,200	10,700
Median	10,400	10,300	10,200	9,500	9,400
Lowest Quartile	9,400	9,300	8,900	8,400	8,300
Lowest Decile	8,100	8,000	6,600	7,700	7,500

IV. OTHER RELATIONSHIPS

Table 6 offers a number of interesting comparisons, some of which may seem favorable to the librarians at first glance. For example, library directors in public and private universities seem to earn more than 2.6 times the compensation of a beginning professional, whereas a full professor receives only a little more than twice as much as an instructor. Before the instructor leaves the faculty to join the library staff he should know, however, that only 2 percent of the librarians in the university sample are directors, whereas 31 percent of the faculty are full professors.

Although in universities the percentage differential between directors and entering professionals is significantly higher, on the average, than that between full professors and instructors, these differences shrink in the other types of institutions. The telescoping of differentials becomes most glaring in church-related four-year colleges. Here we find that the director receives, on the average, only 44 percent more than a beginning professional — a differential no greater than that between associate professors and instructors in the same institutions. Clearly such limited rewards do not make the profession attractive.

As one would expect, department heads in large libraries receive higher compensations than those in small libraries. Table 7 indicates that in libraries with 50 or more professional librarians the head catalogers and head acquisitions librarians are paid about 50 percent more than their counterparts in libraries with fewer than 10 professional librarians. The differential is somewhat lower for the heads of reference, circulation, and serials. Should one be inclined to desert the small library for the large, one might bear in mind that the large universities are more frequently located in communities with high costs of living. The pay differential which looks so enticing on paper is in part absorbed by higher living expenses — and higher taxes!

While other inferences can be drawn from the statistics, we shall mention only one additional relationship here. Despite the discussion of financial crisis in higher education, our figures indicate that by 1970–71 economic stress had apparently not caused any serious curtailment of salary increases in university libraries. To what extent this factor, combined with price-income controls, will operate in the future can perhaps be ascertained through future surveys.

APPENDIX
Questionnaire Used for Second Survey

DEFINITIONS AND INSTRUCTIONS

Full-time professional librarians. Report for the entire library regular full-time professional staff only, each in his position of primary responsibility. Data should apply to filled positions only, as of October 1970. *Do not report unfilled budgeted positions.*

Salaries on a 12-month basis. Report data on a 12-month basis, which includes vacation. If, for example, the appointment is for ten months, the annual payment can be calculated by adding the salary for two months. Report cash salaries only, not the monetary value of contributed services. (Relatively few professional librarians were employed on less than annual contracts—Ed.)

Minimum, average, and maximum salary. When more than one individual is included in a category, show the minimum, average, and maximum salary currently paid. (The "average" should be an arithmetic mean.) Where the category includes only one individual, enter the salary in column (3), "average."

Average salary increase in Category, 1969–70 to 1970–71. Calculate "average salary increase" only for those librarians who were in the same category the previous year.

Position titles. The categories are intended to correspond roughly with the activities carried on in libraries, not with any particular patterns of staff organization or nomenclature. For example, in a small library the chief cataloger may act as librarian in the latter's absence, but if the usual duties are primarily cataloging, he should be classified for the purposes of this report as a Department Head.

Associate and Assistant Librarians. Their functions are primarily administrative and they generally assist in formulating library policy.

Librarians of Branch or Separate Libraries. Examples include Law, Medicine, Art, Agriculture, Business, Science, Music, etc.

Specialists and Titled Administrative Personnel. Examples include Budget Officer, Systems Analyst, Deputy Assistant Librarian for Public Services, Personnel Officer. This category need not, strictly speaking, be professional librarians (i.e., have the MLS).

Department Heads. Department Heads not specifically included elsewhere in the questionnaire should be added under the category "Not elsewhere classified."

Professional Librarians. Those without administrative authority who have served over five years anywhere as professional librarians and those who have served in a similar capacity less than five years. (The lowest salary recorded in this group is presumably the beginning salary in your institution for a professional librarian without experience.)

Fringe Benefits. Calculations of the institution's contributions for fringe benefits should be shown in Table 2. With the exception of cash-option benefits, these seven benefits parallel those used in your institution for the American Association of University Professors' questionnaire. Institutional contributions for workmen's compensation, unemployment compensation taxes, and the insurances — medical, life and permanent disability, income-maintenance — may be shown as an average for all professional staff members; e.g. $48 per staff member for medical insurance.

Table 1

NUMBER OF FULL-TIME PROFESSIONAL LIBRARIANS AND SALARY DATA, 1970-71
(Salaries on a 12-Month Basis, Including Vacation)

Position	Number	Salary (Amount that would be paid on 12-month basis)			Average Total Benefits[1]	Average Compensation (3) + (5)	Average Salary[2] Increase in Category, 1969-70 to 1970-71	
		Minimum	Average	Maximum			Dollars	Percent
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1. Librarian or Director								
2. Associate Director								
3. Assistant Director								
4. Librarians of Branch or Separate Libraries								
5. Bibliographers, Curators, Collection Builders a. TOTAL WITH DOCTORATE								
1) Under 5 yrs in grade								
2) At least 5 yrs in grade								
b. TOTAL WITH SUBJECT MASTER'S & MLS								
1) Under 5 yrs in grade								
2) At least 5 yrs in grade								

c. TOTAL WITH LESS FORMAL TRAINING THAN ABOVE								
1) Under 5 yrs in grade								
2) At least 5 yrs in grade								
6. Specialists, not listed above								
7. Department Heads								
a. Reference								
b. Cataloging								
c. Acquisition								
d. Circulation								
e. Serials (Periodicals)								
f. Not Elsewhere Classified								
8. Professionals[3]								
a. Under 5 yrs in grade								
b. 5 yrs & more in grade								

[1]See Table 2, line 8, for "Average Total Fringe Benefit." Do not distinguish between those with less than 5 years and those with 5 years or more of service. Please indicate here the usual contribution rate of the institution to retirement: _____percent.

[2]Calculate average salary increase for only those librarians who had a salary in 1969 -70 and who were eligible for raises.

[3]In this category report other professional librarians not included in categories No. 1 through No. 7.

How many of the full-time professional librarians included in the above table receive salaries less than the indicated 12-month salary because of a shorter work year (e.g., they work on a 9- or 10-month year)?_____. How many work 10 months?_____. How many work 9 months? _____.
How many work other?_____. Have the figures been converted to a 12-month basis?_____. If yes, what formula was used?_____.

Table 2

AVERAGE COUNTABLE BENEFITS PER PROFESSIONAL STAFF MEMBER
IN EACH PERSONNEL CATEGORY, 1970-71
(To save you time see "Note" below)

Average Countable Contribution by Institution for Each Personnel Category:	1. Directors	2. Associate Directors	3. Assistant Directors	4. Branch Lib'ns	5. Bibliogs. etc.	6. Other Spclts.	7. Dept. Heads	8a. Lib'ns Under 5 yrs	8b. Lib'ns With 5 yrs
1. F.I.C.A. (5.2 percent of first $9000)*									
2. Retirement (if vested immediately or within 5 years)									
3. Medical Insurance									
4. Life Insurance									
5. Permanent-Disability Income Protection (Average Premium)									
6. Unemployment Compensation Taxes									
7. Workmen's Compensation									
8. Total: Average Total Benefit for Each Category									

[* Proposed rate when questionnaire was prepared; adjusted in computation to 5.2% of $7,800. Ed.]

Line 2. Retirement. Report contributions by the institution toward retirement only to the extent that they become vested in the librarian not later than the end of his fifth year of full-time service at the institution in the rank of librarian or higher and are not lost to him if he leaves the institution or moves to another state.

Line 5. Guaranteed Disability Income Protection. Include contribution, through insurance or otherwise, for prolonged-disability income payments (defined here as salary in excess of six months) provided such payments do not arise from accumulation of annual sick leave benefits.

"Note": The figures should represent an average per staff member in each category. To save you time you may want to base your estimates for these benefits upon data used by your institution for the American Association of University Professors questionnaire. The figures are estimates based upon present plans and costs.